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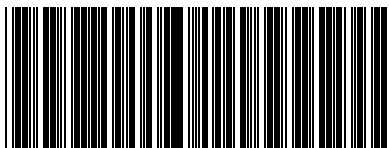
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SR23-9577-01

IBM Signature Selling Method

Sales Aids Descriptions



SSM Sales Aids can be used in different ways:

DIALOGUE: to structure or guide a dialogue with a customer

PLAN: to help the seller plan an effective customer interaction

DOCUMENT: to document outcomes for the customer

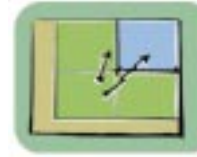


If you would like to learn more about the Signature Selling Method or obtain sales aids templates or examples please reference:
w3-3.ibm.com/sales/compass/sigsel/sigsel00/content.html

1 Understand Customer Business and IT Environment



Strategic Alignment Model (SAM)



SAM is used to engage a customer business executive in dialogue about the strategic direction of the customer's organization. Using SAM, the customer positions the organization today, defines where it needs to be in the future, and aligns the IT Strategy with the overall direction of the organization.

Related Sales Aids: Business Initiatives, TIM
Also Used in Steps: 2, 3, 4, 5, 6, 7

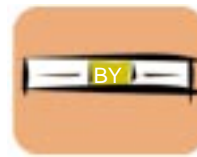
Tactical Impact Model (TIM)



TIM is used to continue the SAM dialogue and probe for business initiatives. While SAM positions where the customer organization is today and where it needs to be, TIM identifies how the organization plans to get there. These plans can be translated into business initiatives.

Related Sales Aids: Business Initiatives, SAM
Also Used in Steps: 2, 3, 4, 5, 6, 7

Business Initiatives



Business Initiatives (BIs) are the actions the customer plans to take to achieve his strategic business goals. BIs are structured as concise, two-part statements: *quantified business outcome BY planned business action*. BIs help identify opportunities by defining the customer's compelling business reason to invest in a solution.

Related Sales Aids: Opportunity Assessment, Pain Sheet, Pain Chain, SAM, TIM
Also Used in Steps: 2, 3, 4, 5, 6, 7

Technology Preferences



The customer's preferences, specific and generic, often reflected as technical standards and architecture strategies by the customer. Using the Integrated Solution Concept framework, technology preferences are identified for the following categories: Applications, Systems & Networks, Systems Management and Consulting & Services. The proposed solution should align with the customer's technology preferences.

Related Sales Aids: ISC, Solution Blueprint
Also Used in Steps: 2, 3, 4, 5, 6, 7

Competitive Strategies



A framework for selecting and implementing one of five possible competitive strategies for an opportunity. Competitive Strategies helps Team IBM determine when and how to use the right strategy to beat the competition.

Related Sales Aids: 9-Block Model, Evaluation Plan, Opportunity Assessment, Preliminary Solution
Also Used in Steps: 1, 3, 4, 5

2 Develop Plans Linked to Customer Business Initiatives



Business Development Prompter



A short, targeted dialogue prompter that stimulates a prospect's interest by describing how IBM helped other customers address critical business issues.

Related Sales Aids: Key Players List, Reference Story
Also Used in Steps: Used primarily in step 2

Key Players List (KPL)



The Key Players List allows you to identify the key people in a customer organization and their likely critical business issues (pains).

Related Sales Aids: 9-Block Model, Business Development Prompter, Pain Sheet, Pain Chain, Reference Story
Also Used in Steps: 1, 3

Opportunity Assessment



The OA provides 22 criteria for assessing current opportunities against four key questions: Is there an opportunity? Can we win? Can we compete? Is it worth winning? Use this sales aid to quickly qualify and prioritize opportunities

Related Sales Aids: All
Also Used in Steps: 1, 3, 4

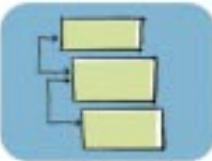
Opportunity Plan



A document used to help Team IBM uncover, document, and communicate key information about a specific opportunity during the sales cycle. The Opportunity Plan is the output of other SSM sales aids.

Related Sales Aids: All
Also Used in Steps: 3, 4, 5, 6

Pain Chain



The Pain Chain depicts the business issues (pains) of key players in a customer organization, showing how one person's pain impacts others. A Pain Chain is usually unique for an opportunity. The Pain Chain helps build the case for a total solution.

Related Sales Aids: 9-Block Model, Key Players List, Pain Sheet
Also Used in Steps: 3, 4, 5

Reference Story



Describes a critical business issue, vision of a solution, and the measurable results achieved by a peer customer. It is used to generate interest and gain credibility with a prospective customer.

Related Sales Aids: Business Development Prompter, Key Players List, Value Statement
Also Used in Steps: 3, 4

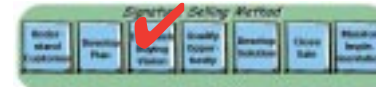
Value Statement



Projects the potential value of an IBM solution based on actual results from a similar, successful project with another customer. Used to stimulate interest.

Related Sales Aids: Preliminary Solution, Reference Story
Also Used in Steps: 3, 4, 5

3 Establish Buying Vision With the Customer



9-Block Model



The 9-Block Model is a structured questioning model used to diagnose the customer's business issue (pain) and help the buyer visualize the capabilities needed to address it.

Related Sales Aids: ISC, Pain Sheet, Preliminary Solution
Also Used in Steps: 4

Pain Sheet



The Pain Sheet is a structured dialogue prompter used in conjunction with the 9-Block Model to diagnose and assess the impact of the customer's pain and lead to a buying vision.

Related Sales Aids: 9-Block Model, Business Initiatives, Key Players List, Opportunity Assessment, Pain Chain
Also Used in Steps: 4

Conditions of Satisfaction Guide



Conditions of Satisfaction are the success criteria for an opportunity – from the customer point of view – that have been agreed to by the customer in advance.

Related Sales Aids: Evaluation Plan, Solution Blueprint
Also Used in Steps: 4, 5, 6, 7

Dialogue Prompter



A suggested framework to assist the seller in establishing rapport, generating interest, determining the ability of a prospect to buy, bargaining for access to power, or qualifying the buying process.

Related Sales Aids: Business Development Prompter, Power Sponsor Communication, Reference Story, Sponsor Communication
Also Used in Steps: 2, 4

Organization Map



A visual representation of the formal and informal (political) structure of the customer organization. Organization Map helps Team IBM focus on the right issues with the right people for an opportunity.

Related Sales Aids: Key Players List
Also Used in Steps: 2, 4, 5

Sponsor Communication



A document used to confirm the vision that the seller either created or reengineered with the sponsor and to confirm the agreement for access to power.

Related Sales Aids: 9-Block Model, dialogue Prompter, Key Players List, Pain Sheet
Also Used in Steps: Used primarily in step 3

4 Articulate IBM Capabilities and Qualify the Opportunity



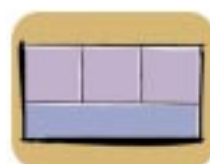
Bridging



Bridging is a consultative process that ensures a connection between the eventual IT solution and the business problem the customer is trying to solve.

Related Sales Aids: 9-Block Model, Business Initiatives, ISC, Pain Sheet, Preliminary Solution
Also Used in Steps: 5

Integrated Solution Concept



The ISC is a simple, four-part framework for discussing and presenting a total solution. The four elements of the framework are: Applications, Systems & Networks, Systems Management and Consulting & Services. The ISC is used to broaden opportunities and leverage IBM's solution portfolio.

Related Sales Aids: Bridging, Preliminary Solution, Solution Blueprint, Technology Preferences
Also Used in Steps: 1, 2, 3, 5, 6, 7

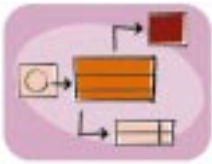
Power Sponsor Communication



A document used to confirm the vision that the seller either created or reengineered with the Power Sponsor. It typically serves as a cover letter for an Evaluation Plan.

Related Sales Aids: 9-Block Model, Dialogue Prompter, Evaluation Plan, Key Players List, Pain Chain, Pain Sheet
Also Used in Steps: Used primarily in step 4

Evaluation Plan



A mutually agreed upon sequence of events between the buyer and the seller that outlines the sell cycle. It is designed to culminate with a buying decision favorable for IBM.

Related Sales Aids: dialogue Prompter, Power Sponsor Communication
Also Used in Steps: 5

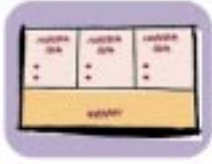
Pre-proposal Review



A joint meeting at the end of the sales cycle to review all elements of the proposal in draft form. The review offers an opportunity to close the sale and minimizes the risk of creating proposals that don't win.

Related Sales Aids: Value Proposition, Evaluation Plan, Pain Chain, Solution Blueprint
Also Used in Steps: Used primarily in step 5

Preliminary Solution



A high-level solution description using the ISC framework, with products, costs, and timelines.

Related Sales Aids: Bridging, ISC, Solution Blueprint, Value Statement
Also Used in Steps: 5

Solution Blueprint



The detailed description of all solution components using the ISC framework, with the detailed plan developed with the customers, to prove the solution will work before the customer buys.

Related Sales Aids: Evaluation Plan, ISC, Preliminary Solution
Also Used in Steps: 6

5 Develop Solution With the Customer



Value Proposition



A summary of the customer's quantified benefit projections and the costs associated with an IBM solution. Also called a value proposition or business case.

Related Sales Aids: Conditions of Satisfaction, Evaluation Plan, Pain Sheet
Also Used in Steps: 6, 7

6 Close the Sale



Positions versus Interests



A model for identifying the customer's positions (conclusions or assumptions) and the possible underlying interests they want to satisfy. Customer negotiations focused on interests versus positions are more likely to result in win-win outcomes.

Related Sales Aids: Conditions of Satisfaction Guide, Solution Blueprint
Also Used in Steps: All

Negotiation Template



A way to prepare to close a sale. There may be issues that need to be resolved before closing a sale and this sales aid assists you in identifying options, determining Team IBM's priorities, and identifying the client's priorities.

Related Sales Aids: 9-Block, Positions versus Interests

Also Used in Steps: All

7 Monitor Implementation and Ensure Expectations Are Met



Measure Benefits



A method for tracking mutually agreed upon success measurements.

Related Sales Aids: 9-Block, Value Proposition

Also Used in Steps: 5

Signature Selling Method Steps



1 Understand Customer Business and IT Environment

Sales Aids

- Business Initiatives
- Strategic Alignment Model (SAM)
- Tactical Impact Model (TIM)
- Technology Preferences

Buying Steps

Evaluating the Business Environment

Sell Cycles

Verifiable Outcomes

Customer and Team IBM agreement to value of relationship.

which can be verified by:

- Customer review of account plan
- Set/Met discussion with customer
- Customer initiatives mapped to IBM priorities
- Key customer and IBM players engaged in communications
- Thought-leadership focus areas mutually identified



2 Develop Plans Linked to Customer Business Initiatives

- Business Development Prompter
- Competitive Strategies
- Key Players List
- Opportunity Assessment
- Opportunity Plan
- Pain Chain
- Reference Story
- Value Statement

Developing Business Strategy and Initiatives

Identified

Customer-demonstrated interest in working with Team IBM.

which can be verified by:

- Customer-validated account/opportunity plan
- Successful thought-leadership dialogue
- Customer-acknowledged compelling reason to act
- Potential customer sponsor identified and engaged



3 Establish Buying Vision with the Customer

- 9-Block Model
- Conditions of Satisfaction Guide
- Dialogue Prompter
- Organization Map
- Pain Sheet
- Sponsor Communication

Recognizing Needs

Validated

Customer-stated business need, buying vision and agreement to support IBM access to Power Sponsor.

which can be verified by:

- Business initiatives and requirements confirmed
- Customer buying vision developed and/or influenced
- Initial Conditions of Satisfaction agreed with customer
- Sponsor Communication to customer acknowledged and

Signature Selling Method Steps

Sales Aids

Buying Steps

Sell Cycles

Verifiable Outcomes



4 Articulate IBM Capabilities and Qualify the Opportunity

- Bridging
- Evaluation Plan
- Integrated Solution Concept
- Power Sponsor Communication
- Preliminary Solution
- Refined Value Statement

Evaluating Options

Qualified

Customer Power Sponsor and IBM agreement to go forward with preliminary solution.

which can be verified by:

- Documented preliminary solution and value statement
- Agreed-to evaluation plan (next steps) or IBM decision to disengage



5 Develop Solution with the Customer

- Value Proposition
- Pre-proposal Review
- Solution Blueprint

Selecting the Solution Option

Verbal Agreement

Customer Power Sponsor's conditional approval of proposed solution.

which can be verified by:

- Mutually agreed-to proposal and price
- Agreement to IBM solution, value proposition and time frame
- Identified criteria for contract signing
- Customer's agreement to track benefits and disclose results to IBM



6 Close the Sale

- Positions versus Interests
- Negotiation Template

Resolving Concerns and Decide

Won

Customer and IBM sign a win/win contract.

which can be verified by:

- Signed contract, statement of work
- Implementation team and dates established



7 Monitor Implementation and Ensure Expectations Are Met

- Measure Benefits

Implementing the Solution and Evaluating Success

Customer acknowledges the value of the Team IBM solution.

which can be verified by:

- Customer benefit metrics implemented and results confirmed
- Transaction Survey Results (Goal = Very Sat)
- Customer-approved reference story
- New opportunity created or identified

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